Infrastructure Canada

Infrastructure Canada

Departmental Performance Report (DPR)

2015–2016

The Honourable Amarjeet Sohi, P.C., M.P.
Minister of Infrastructure and Communities

Canada

This publication is available upon request in accessible formats.

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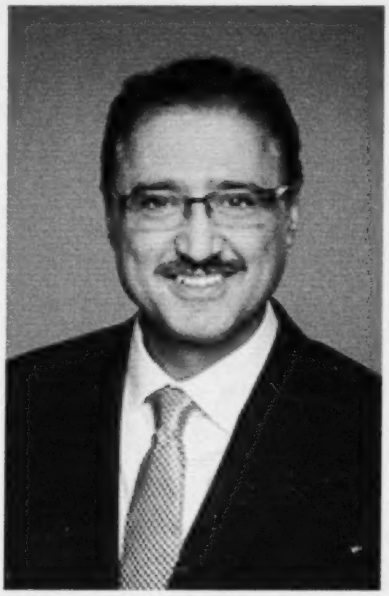


As Canada's Minister of Infrastructure and Communities, I am pleased to present Infrastructure Canada's Departmental Performance Report for 2015-2016. This report outlines the Department's achievements over the past year to deliver on the Government of Canada's commitment to create jobs and grow the middle class while building a strong foundation for a sustainable economic future.

Infrastructure Canada has made significant progress to advance the Government's overarching goal to rebuild Canada for the 21st century. In Budget 2016, the Government announced a historic plan to invest more than $120 billion in infrastructure over the next 10 years.

Working closely with our partners we have made tremendous progress in delivering Phase 1 of our infrastructure plan, and over the course of three months, we were able to finalize bilateral agreements with all provinces and territories. While Phase 1 is mostly focused on short-term projects around recapitalization, repair, modernization and improving accessibility of existing infrastructure, the next phase of our plan will focus on longer-term, new, transformative projects that communities need to thrive and compete in today's economy.

To identify priorities for Phase 2, throughout the spring and summer of 2016, we engaged with Canadians from coast to coast to coast. We built stronger partnerships with provinces, territories, municipalities and Indigenous communities, and listened to stakeholders and Canadians to better understand their infrastructure needs. In September, I hosted the first ever federal-provincial-territorial meeting on infrastructure and invited the Federation of Canadian Municipalities to talk to us about delivering results for Canadian communities. I am confident that the feedback we have gathered will help us develop an infrastructure plan that will meet the real needs of Canadians and communities.

As we set the stage for Phase 2, we continued to deliver our ongoing infrastructure programs and to successfully implement the New Champlain Bridge Corridor Project. This world-class project is creating jobs and once complete, will foster economic growth by improving

connections across Eastern Canada and ensuring the continuous and safe flow of people and goods.

In the past year, the Infrastructure and Communities portfolio also grew to include oversight of two additional nationally-significant infrastructure projects: the Gordie Howe International Bridge, which will provide a new border crossing between Windsor, Ontario and Detroit, Michigan, and the Toronto Waterfront Revitalization Initiative. The benefits of both of these projects are far-reaching and will contribute to Canada's continued success in the global economy and as a tourist destination.

In the coming year, I will continue to address the Government of Canada's priorities and meet the commitments outlined in my mandate letter[i]. I am confident that my colleagues at Infrastructure Canada will support me in delivering the investments that will build strong, inclusive and sustainable communities where middle class Canadians want to live, work, play and raise their families.

The Honourable Amarjeet Sohi
Minister of Infrastructure and Communities

Results Highlights

Key Departmental Achievements

- ✓ As per the Minister's mandate related to the Government's new infrastructure programming, INFC led the development of the Phase 1 approach, and in collaboration with federal partners advanced a plan for the Government's early investments in green and social infrastructure, and public transit.
- ✓ Under the Provincial -Territorial Infrastructure Component - National and Regional Projects of the New Building Canada Fund, 40 projects were approved and $807 million of the $9 billion federal share was committed under this program. In addition, under the Provincial-Territorial Infrastructure Component, Small Communities Fund, 350 projects were approved and $413.1 million of the $1 billion federal share was committed under this program.
- ✓ INFC won the Michelle C. Comeau team award for the design of an on-line mentoring tool to facilitate engagement between mentors and mentees. This tool supports an interdepartmental mentoring program that is shared between seven departments, providing employees with access to a larger pool of mentors and mentees.
- ✓ The *New Champlain Bridge Corridor Project Agreement* was signed between the Government of Canada and the Signature on the Saint Lawrence Group (SSL) on June 19, 2015 for the design, construction, financing, operation, maintenance and rehabilitation of the Corridor over 35 years. To ensure that the P3 contract leads to the opening of the New Bridge for the St. Lawrence in December 2018 and the rest of the Corridor in 2019, INFC established a governance framework for the management of the contract with the private partners in collaboration with Public Services and Procurement Canada.

What funds were used in 2015-16?

$3,190,441,756

Actual Departmental Spending

Who was involved in 2015-16?

357

Actual Departmental Full-Time Equivalents

Section I: Organizational Overview

Organizational Profile

Appropriate Minister: The Honourable Amarjeet Sohi, P.C., M.P.

Institutional Head: Jean-François Tremblay

Ministerial Portfolio: Minister of Infrastructure and Communities

The Office of Infrastructure of Canada is part of the Infrastructure and Communities portfolio. The portfolio includes the following:

- The Jacques Cartier and Champlain Bridges Incorporated (JCCBI)[ii], a Crown corporation[1] whose mandate is to ensure users' safe passage on its structures located in the Greater Montreal Area by their proper management, maintenance and repair, while respecting the environment and optimising traffic flow.

- The Windsor-Detroit Bridge Authority (WDBA),[iii] a Crown corporation[1] responsible for the procurement process for the design, construction, operation and maintenance of the new, publicly-owned Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan through a public-private partnership (P3). Responsibility for the WDBA was transferred from the Minister of Transport to the Minister of Infrastructure and Communities on November 4, 2015.

- In 2000, the Government of Canada, the Province of Ontario, and the City of Toronto each announced a commitment of $500 million to fund the Toronto Waterfront Revitalization Initiative (TWRI). In 2001, the Toronto Waterfront Revitalization Corporation (TWRC), a not-for-profit corporation publicly known as Waterfront Toronto, was established. The Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the TWRI[iv] effective November 4, 2015.

Enabling Instruments:

- *Canada Strategic Infrastructure Fund Act*[v] *(2002, c. 9, s. 47)* (CSIF);
- Order in Council PC 2004-0325;
- The following pieces of legislation related to the Gas Tax Fund:
  - *Keeping Canada's Economy and Jobs Growing Act*[vi], S.C. 2011, c. 24.

[1] Crown corporations are public institutions or entities that operate at arm's length from the government, and as public institutions, they are ultimately accountable to the government. Crown corporations follow a different planning cycle than the government planning cycle, and report to Parliament through two key types of documents: the corporate plan summary, including the budget summaries and the annual report.

    - *Economic Action Plan 2013 Act*[vii], No. 1, S.C. 2013, c. 33, section 233.
- The following legislation and Order in Council related to the New Bridge for the St. Lawrence Corridor (NBSLC) Project (commonly known as the New Champlain Bridge Corridor Project):
    - *New Bridge for the St. Lawrence Act*[viii].
    - Order in Council PC 2014-0144.
- The following legislation, Order in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
    - *Bridge to Strengthen Trade Act*[ix], S.C. 2012, c. 31, s. 179.
    - Order in Council PC 2015-1237.
    - Crossing Agreement[x].

Year of Incorporation/Commencement: The Office of Infrastructure of Canada was established in 2002.

Other:

Infrastructure Canada (INFC) works in collaboration with other federal departments and agencies to deliver some of its transfer payment programs. These departments and agencies share their knowledge of local needs and priorities. Infrastructure Canada's Federal Delivery Partners for certain sunsetting programs are:

- Atlantic Canada Opportunities Agency (ACOA);
- Economic Development Agency of Canada for the Regions of Quebec (CEDQ-R);
- Canadian Northern Economic Development Agency (CanNor);
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario);
- Western Economic Diversification Canada (WEDC); and
- Transport Canada (TC).

In addition, INFC works with PPP Canada (as public-private partnership (P3) advisors) for both the New Building Canada Fund (NBCF) and the New Champlain Bridge Corridor (NCBC) project which also works with Public Services and Procurement Canada (PSPC) as the contract authority.

Organizational Context

Raison d'être

The key to building Canada for the 21st century is a strategic and collaborative long-term infrastructure plan that builds economically vibrant, strategically planned, sustainable and inclusive communities. INFC works closely with all levels of government and other partners to enable investments in social, green and other core public infrastructure as well as infrastructure that helps increase trade and grow the economy.

Responsibilities

Public infrastructure provides a foundation to help Canadians maintain and improve their quality of life. The federal government's interest originates from its jurisdictional responsibilities for trade, security, and Indigenous Peoples on reserves, and the role that public infrastructure plays in addressing Canada's national priorities of growing the economy and protecting the environment. Strategic infrastructure investments are needed to create jobs, build sustainable communities and support economic growth for years to come. Infrastructure investments help address complex challenges that Canadians face every day – ranging from the rapid growth of our cities, to climate change, and threats to our water and land.

INFC provides long-term predictable support to help Canadians benefit from world-class, modern public infrastructure. The Department achieves this by making investments, building partnerships, developing policies, delivering programs, and fostering knowledge about public infrastructure in Canada. Since it was established in 2002, the Department has been an important funding partner, working with provinces, territories, municipalities, the private sector and non-profit organizations, along with other federal departments and agencies, to help build and revitalize infrastructure that supports modern, inclusive and diverse communities – and a strong Canada.

Going forward, the Government of Canada has announced a new 10-year plan that will deliver significant new funding to provinces, territories, and municipalities. The plan, which is being developed in collaboration with all levels of government, will ensure both immediate increased investments in infrastructure and long-term predictable funding to address the priorities of Canadians. Specifically, this will include:

- Doubling of current federal infrastructure investments to $10 billion over each of the next two fiscal years;
- Committing $20 billion in three priority areas: public transit infrastructure; green infrastructure, including local water and wastewater, clean energy, and infrastructure to protect against changing weather; and social infrastructure, including cultural and recreational infrastructure; and
- Enhancing the NBCF to make it more transparent and to streamline approval processes.

Infrastructure Canada is the project authority charged with delivering the New Champlain Bridge Corridor project in Montreal, Quebec. The existing Champlain Bridge is one of the busiest bridges in Canada with traffic estimated at over 40 million vehicles per year. It is a major Canada-United States trade corridor and a vital link in Montreal's public transportation system, handling $20 billion of international trade and11 million transit commuters per year.To ensure safe and efficient transportation for commuters, public transit users and commercial vehicles, in 2011 the Government of Canada committed to building a new bridge for the St. Lawrence. This bridge, which will be completed in 2018, will replace the existing Champlain Bridge, which is nearing the end of its useful life. The rest of the Corridor is expected to be completed in 2019. The new bridge will help increase the capacity and efficiency of gateway and corridor infrastructure regionally and nationally. The project will also provide an efficient solution for the movement of goods and people by widening the federally-owned portion of the A-15 Highway to six-lanes and replacing the Nuns' Island (Île–des–Soeurs) Bridge. These components are scheduled to be completed in 2019.

Furthermore, on November 4, 2015, the Minister of Infrastructure and Communities was given responsibility for the Gordie Howe International Bridge (GHIB) project. The GHIB project is the largest bi-national infrastructure project along the Canada-United States border. The WDBA, a crown corporation, is responsible for delivering this new border crossing between Windsor, Ontario and Detroit, Michigan — Canada's most important trade corridor with its largest trading partner. Nearly 30 percent of Canada-United States trade by truck, or approximately $100 billion per year of merchandise trade, goes through Windsor-Detroit, which is far more than any other crossing. The GHIB team, which provides oversight to the GHIB project, was transferred from Transport Canada to INFC effective April 1, 2016. Once complete, the GHIB will provide additional capacity to accommodate future traffic growth and increased trade, and will encourage investment between Canada and the United States. It will also provide system redundancy, improve border processing and capacity, and will result in a highway-to-highway connection between Highway 401 in Ontario and the Interstate system in Michigan. The project will help create thousands of construction jobs and long-term employment opportunities on both sides of the border.

Strategic Outcome and Program Alignment Architecture (PAA)

For 2015-16, Infrastructure Canada's Program Alignment Architecture (PAA) includes one Strategic Outcome and six Programs, as well as Internal Services[2] to support its activities. Together, the six Programs outline the Department's key business lines and initiatives for 2015-16.The Programs are discussed in detail in Section III of this report.

1. **Strategic Outcome:** Public Infrastructure for a More Prosperous Canada
   - 1.1 **Program:** Funding for Provincial-Territorial Priorities
   - 1.2 **Program:** Permanent and Flexible Infrastructure Funding
   - 1.3 **Program:** Investments in National Infrastructure Priorities
   - 1.4 **Program:** Large-Scale Infrastructure Investments
   - 1.5 **Program:** Infrastructure Investments in Small Communities and Rural Areas
   - 1.6 **Program:** New Bridge for the St. Lawrence Corridor Project

Internal Services

INFC has two distinct, core business lines. First, it provides flexible funding support for municipal, provincial and territorial infrastructure priorities that are in the broader national interest and it leverages funding for infrastructure projects by partnering with and providing funding to provinces, territories, municipalities, municipal associations, not-for-profit organizations and private sector partners. Second, it is responsible for completing the New Bridge for the St. Lawrence Corridor project, commonly known as the NCBC project, which includes overseeing JCCBI, a Crown corporation whose mandate is to ensure a safe drive for users on its structures located in the Greater Montreal area.

The Department also oversees the WDBA, a crown corporation responsible for the procurement, construction and operation of the GHIB.

All Programs in the PAA result in the construction and enhancement of public infrastructure, contributing to the Department's Strategic Outcome for a more prosperous Canada. These Programs also provide the framework under which the Department's transfer payment programs are grouped (as described in Section III).

[2] Internal Services funding includes operating funding for core administration and program delivery.

Operating Environment and Risk Analysis

INFC applies a comprehensive approach to identify, assess and manage risks at the strategic, operational, program and project levels. This approach includes conducting regular environmental scans with direct participation of senior management. The table below provides an overview of key corporate risks related to the achievement of the Department's Strategic Outcome and the results of related risk response strategies.

As in previous years, the Department has reviewed and updated risks in the context of emerging environmental risk factors and progress made by implementing risk responses. Due to additions to the Departmental mandate in 2015-16, INFC responded to one additional risk. This risk relates to the new ministerial commitment to deliver a new 10-year Infrastructure Plan.

Key Risks

Risk	Risk Response Strategy	Link to the Organization's Program(s)
Effective delivery of the New Building Canada Fund programs (**Ongoing**)	INFC continued to maintain effective relationships with provinces, territories, municipalities and other proponents required for timely project review and approval processes. Focussing on continuous improvement, INFC streamlined Treasury Board approvals for projects seeking federal contributions between $50 million and $250 million. INFC also gained efficiencies by using innovative tools such as umbrella and bundled contribution agreements (CAs) and the PORT risk tool for project decision-making, and by leveraging Transport Canada's expertise to review selected major transportation projects. To maintain delivery capacity, INFC continued to provide employees with development opportunities including mentoring and talent management.	• Investments in National Infrastructure Priorities • Large-Scale Infrastructure Investments • Infrastructure Investments in Small Communities and Rural Areas
Timely delivery of the New Bridge for the St. Lawrence corridor project (**Ongoing**)	The *New Champlain Bridge Corridor Project Agreement* for the design, construction, financing, operation, maintenance and rehabilitation of the corridor over 35 years, was signed between the Government of Canada and the Signature of the Saint Lawrence Group (SSL) on June 19, 2015. To ensure that the New Bridge for the St. Lawrence will open in 2018 and the rest of the corridor in 2019, INFC established a governance framework to manage the contract with the private partners in collaboration with Public Services and Procurement Canada. The acquisition of all required properties, including from the Government of Quebec, was completed in record time for a capital structure of its size and complexity. All major milestones for 2015-16 were achieved on time and on budget.	• New Bridge for the St. Lawrence Corridor Project

Timely delivery of Information Management/Information Technology (IM/IT) solutions and ongoing service availability within the Department while contributing to current and future large-scale, whole-of-government IM/IT initiatives (**Ongoing**)	The focus has been on ensuring readiness for new infrastructure programs while delivering timely IM/IT services. This has included developing and implementing processes and procedures to effectively engage Shared Services Canada (SSC) in its role to provide the infrastructure for INFC's hosted systems. At the same time, INFC contributed to whole-of-government initiatives. INFC provided timely IM/IT solutions with the introduction of government-wide initiatives such as the Mobility Strategy, Direct Deposit, and Shared Travel Services (STS). To support the launch of the Open Data initiative, INFC updated the Program Information Management System (PIMS) and revamped INFC's web presence.	• Internal Services
Effective delivery of new funding related to the 10-year Infrastructure Plan (**New**)	The focus has been on putting strategies, plans and resources in place to effectively deliver new funding programs. INFC received Treasury Board approval for Phase 1 of the 10-year Infrastructure Plan, which included $35 million in operating funding. Lessons learned from past and current programs have informed further streamlining of Phase 1 infrastructure programming, including Project Review Panel oversight. INFC continues to maintain collaborative relationships with provinces, territories, municipalities and other partners to deliver the 10-year Infrastructure Plan.	• Investments in National Infrastructure Priorities

One of INFC's key risk control measures related to implementing its transfer payment programs is the Project Review Panel (PRP). The PRP provides assurance to the Deputy Minister and the Minister that, for each project within the Minister's delegated authority, an independent challenge function is performed by senior management (including two independent external members). It also provides assurances that the authority for the Minister to proceed without Treasury Board approval is documented and fully justified. The PRP has proven to be an effective means of providing the Minister with a high level of assurance that all pertinent factors related to a project's risk have been assessed. The PRP has demonstrated its capacity to review, perform its challenge function and either send back or recommend for approval a large number of projects within a short period of time. The PRP typically reviews a project at two stages: first, to recommend the project for approval-in-principle to the Minister, and second, before the legally binding contribution agreement is signed.

Organizational Priorities[3]

Priority 1: Advance delivery of the New Building Canada Fund and any new infrastructure programs while ensuring sound stewardship.

Priority Type:[4] New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
• Work with recipients to provide funding for projects of national and regional significance by reviewing project proposals, and negotiating and implementing contribution agreements. Concluding agreements under the NBCF will provide the platform for program roll out and project delivery.	April 2014	Ongoing	On track	• Investments in National Infrastructure Priorities; • Large-Scale Infrastructure Investments; and • Infrastructure Investments in Small Communities and Rural Areas.

[3] For more information on organizational priorities, see the Minister's mandate letter.

[4] Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

• Work horizontally with partners, such as Transport Canada and other organizations, to learn best practices in contribution management and to develop improved and streamlined approaches for delivering our infrastructure programs.	April 2014	Ongoing	On track	• Investments in National Infrastructure Priorities; • Large-Scale Infrastructure Investments; and • Infrastructure Investments in Small Communities and Rural Areas.

Progress Toward the Priority

In 2015-16, the Government announced a plan to invest more than $120 billion in infrastructure over 10 years, including $60 billion in new funding for public transit, green infrastructure, and social infrastructure. This funding will be delivered in two phases: Phase 1 ($11.9 billion) is primarily focused on infrastructure investments over the next two years and the remaining funding under Phase 2 is primarily focused on long-term goals. INFC led the development of the Phase 1 approach, in collaboration with federal partners, and advanced a plan for the Government's early investments in green infrastructure, social infrastructure, and public transit. Phase 1 investments were announced in Budget 2016.

INFC has made significant progress to advance projects under the NBCF, which was launched in March 2014. These projects were identified by Provinces and Territories as priorities for federal funding which would support economic growth, a cleaner environment and stronger communities.

- During 2015-16, under the Provincial-Territorial Infrastructure Component-National and Regional Projects, 40 projects were approved and $807 million of the $9 billion federal share was committed for this program.

- During 2015-16, under the Provincial-Territorial Infrastructure Component-Small Communities Fund, 350 projects were approved and $413.1 million of the $1 billion federal share was committed for this program.

As of March 31, 2016, under the National Infrastructure Component, INFC approved funding for two nationally significant priority projects representing investments in port infrastructure and local and regional airport infrastructure.

INFC continues to collaborate with other federal departments to proactively share information on program and project status, as well as best practices with respect to risk management, contribution agreements, and recipient audits. More details on these activities are found under Priority 3.

Priority 2: Advance the accelerated procurement and construction of the New Bridge for the St. Lawrence Corridor Project and support the Jacques Cartier and Champlain Bridges Incorporated in its role of keeping the Champlain Bridge safe

Priority Type: New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
• Completing the evaluation of the request for proposals;	July 2014	April 2015	Completed	• New Bridge for the St. Lawrence Corridor Project • Internal Services
• Signing the project agreement with the selected private partner;	June 2015	June 2015	Completed	• New Bridge for the St. Lawrence Corridor Project • Internal Services
• Acquiring all required land for the scope of the Project;	October 2014	April 2017	On track	• New Bridge for the St. Lawrence Corridor Project • Internal Services
• Undertaking Environmental Site Assessments on all properties to be acquired on a temporary basis for construction of the NBSL; and	November 2014	December 2015	Completed	• New Bridge for the St. Lawrence Corridor Project • Internal Services
• Continuing to provide support and oversight of JCCBI, including ensuring that JCCBI has access to the necessary parliamentary appropriations to carry out its priorities and planned work.	Ongoing	Ongoing	On track	• New Bridge for the St. Lawrence Corridor Project • Internal Services

Progress Toward the Priority

During 2015-16, the NCBC project team continued to implement the procurement process and advance construction of the New Bridge for the St. Lawrence Corridor Project. The Request for Proposal process began in July 2014 and was completed in April 2015, with the announcement of the Preferred Proponent. Following this milestone, the NCBC Project Agreement was signed with the *Signature on the Saint Lawrence Group* (SSL) on June 19, 2015.

The process to acquire immovable assets (such as land and property) continued to be successful. Environmental Site Assessments on properties to be acquired on a temporary basis were successfully completed in September 2015 and the final report was published in December 2015. INFC continued to support and oversee JCCBI and ensured that it had access to the approvals and parliamentary appropriations needed to carry out its priorities and planned work.

Priority 3: Identify operational efficiencies and implement improvements in the delivery of the Department's mandate

Priority Type: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
• Infrastructure Canada is establishing Lean capacity and will undertake a minimum of four targeted projects to streamline operations, identify efficiencies and empower staff. Additionally, the Department will look at other government-wide initiatives for innovation and operational improvements (e.g., Red Tape Reduction).	April 2014	Ongoing	On track	• All PAA programs including Internal Services
• Infrastructure Canada will also continue to implement its corporate integrated planning process in order to support priority-setting and decision-making, to enhance integrated resource allocation and utilization, and to reduce duplication of effort in planning and reporting functions across the Department.	April 2015	Ongoing	On track	• All PAA programs including Internal Services
• The implementation of the Project Information Management System (PIMS) component of the Shared Information Management System for Infrastructure (SIMSI) will complete the enhancements for the Small Communities Fund (SCF) and any new programs. Furthermore, the significant IM/IT change agenda (e.g., whole-of-government initiatives related to information technology modernization in areas such as the	Ongoing	Ongoing	On track	• All PAA programs including Internal Services

provision of services for email, telephones, document management, and end user devices and software) will provide employees with new tools for their day-to-day work. Finally, we will be continuing to progress on improving the management and use of our information holdings to support decision-making within the Department.				

Progress Toward the Priority

During 2015-16, INFC undertook several exercises to identify operational efficiencies and implement improvements in the delivery of the Department's mandate. These exercises included:

- Implementing six targeted Lean process improvement events aimed at streamlining operations, identifying efficiencies and empowering staff. The events included Information Management and Information Technology (IM/IT) processes, and processes to improve core business lines and operational support functions. In total, over 70 employees were trained in basic Lean principles.
- Establishing an ADM-level group of grants and contribution delivery practitioners across federal departments to share information and best practices, and advise each other on issues specific to program operations. Participating departments included: Agriculture and Agri-Food Canada; Canadian Heritage; Immigration, Refugees, and Citizenship; Employment and Social Development Canada; Environment and Climate Change Canada; Public Safety Canada; and Transport Canada. The forum complemented the existing Treasury Board Secretariat (TBS) forum by focusing on program implementation issues.
- Participating in a Red Tape Reduction exercise alongside several other government departments chaired by Treasury Board on the application and assessment phase of Grants and Contributions Programs. Participating departments reviewed existing processes, identified areas for improvement, shared best practices and contributed to Treasury Board's launch of the review of the Policy and Directive on Transfer Payments.
- INFC also undertook a Low Dollar Value Procurement exercise in order to streamline and enhance its processes surrounding procurement of goods and services with a low dollar threshold.

In addition, INFC implemented several IM/IT initiatives to improve the Department's operations and contribute to Government priorities:

- Enhancing the PIMS component of the Shared Information Management System for Infrastructure (SIMSI) to support program delivery across multiple programs.
- Contributing to the Open Government initiative by making the majority of its program data available online.
- Migrating its e-mail services to the new Whole-of-Government email solution
- Piloting new end-user devices and remote access solutions to support a more mobile workforce in 2016-17.
- Conducting major clean-up activities in the area of corporate information to reduce duplication, support decision-making, and prepare the Department for upcoming Government-wide data management initiatives.
- Providing key IM support to the Major Bridge projects.

INFC also implemented several efficiencies in its human resources processes in response to the Public Service Commission's new direction on staffing, which included:

- Moving from five appointment policies to one, to provide the organization with greater flexibility.
- Modifying staffing sub-delegation authorities to ensure that decisions are made at the right level.
- Implementing an oversight/monitoring framework that will focus on higher risk staffing files, system signals from data and HR Advisors, and results rather than processes.

Priority 4: Support people management initiatives

Priority Type: New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
• The focus will be on strategic human resources planning to ensure we have a sustainable, competent workforce. The Department will take measures to engage employees and managers in frequent dialogue on people management initiatives, including engaging employees in the implementation of Blueprint 2020 initiatives, and in addressing the results of the Public Service Employee Survey (PSES).	April 2015	Ongoing	On track	• All PAA programs including Internal Services
• Infrastructure Canada will optimize collaborative opportunities with Transport Canada to leverage the portfolio approach, as well as between branches within the Department, in order to: support employee mobility, take advantage of collective staffing approaches, and increase integration of HR plans and actions with department-wide, corporate planning.	April 2015	Ongoing	On track[5]	• All PAA programs including Internal Services

Progress Toward the Priority

During 2015-16, INFC undertook several activities to support its people management initiatives, including:

- Regularly engaging employees and managers to develop people management strategies that will ensure a sustainable, competent workforce.
- Implementing a corporate commitment to support the Government of Canada's and the Clerk's priorities to foster a positive, healthy, inclusive, respectful and supportive work environment, free

[5] Please note that shared portfolio responsibility with Transport Canada ended with the appointment of our new Deputy Minister.

of harassment and discrimination. Activities included a Health and Wellness Fair, the implementation of a mandatory harassment prevention course for employees, and the development of a Workplace Wellness webpage on the INFC intranet that offers resources for employee health and well-being.

- Investing in language training to promote a bilingual work environment and to encourage employees to work in the language of their choice.
- Engaging employees to develop an action plan to respond to the Public Service Employee Survey results and to identify Blueprint 2020 initiatives that truly reflect employee and employer needs.
- Providing ongoing support for the Talent Management Network, where aspiring leaders at the EX-minus-02 and minus-03 levels benefit from a year-long leadership development opportunity, as well as targeted training and professional coaching.

During the reporting period INFC won the Michelle C. Comeau Award. This award recognized the excellent work done by the HR team in establishing a mentoring program for INFC, a program that has now expanded to seven departments. HR partnered with IMIT to develop an online mentoring tool that supports partnering of mentors and mentees, providing easy access to a wider audience for a richer mentoring experience.

Section II: Expenditure Overview

Actual Expenditures

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	Difference (actual minus planned)
3,633,262,748	3,633,262,748	3,762,351,961	3,190,441,756	(442,820,992)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
370	357	(13)

INFC's program design recognizes the provincial, territorial and municipal responsibility for the majority of public infrastructure, and the Department's participation as a funding partner. Accordingly, INFC is not responsible for the management of infrastructure projects, with the exception of the NCBC. In the case of its contribution programs, INFC reimburses eligible expense claims submitted by funding recipients – the project managers. As such, it is important to note that the Department's cash flows lag behind the actual rate of construction of projects. Work begins upon project approval: contracts are put in place, plans are drawn up, materials are ordered and construction starts. While the Department commits funds upon project approval, federal funding does not actually flow to recipients until they have submitted their claims for actual costs incurred. This is a key risk-management approach for the Department, one that ensures that it only pays for work that has already been undertaken. This also means that INFC's performance results are directly affected by project proponents' schedules, which may change. In particular, INFC Programs targeting large-scale projects can experience delays due to factors that are outside the Department's control, such as inclement weather, geological challenges, shortages of labour, and technical or other construction-related complexities that prevent proponents from completing work and submitting associated claims.

The Department works continually with provinces, territories, municipalities and other partners to ensure that forecasts are as accurate as possible and to re-profile funding under all INFC programs to meet the construction needs of its partners.

Budgetary Performance Summary

Budgetary Performance Summary for Program(s) and Internal Services (dollars)

Program(s) and Internal Services	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)
Funding for Provincial-Territorial Priorities	91,061,247	91,061,247	97,380,082	0	90,885,828	50,036,481	25,078,120	191,464,385
Permanent and Flexible Public Infrastructure Funding	1,976,213,928	1,976,213,928	2,074,601,337	2,074,595,243	1,975,090,837	1,974,079,201	1,974,387,706	2,107,905,313
Investments in National Infrastructure Priorities[6]	148,607,942	148,607,942	49,588,756	387,828,588	146,771,489	84,854,656	139,119,440	See footnote 6
Large-Scale Infrastructure Investments[6]	1,174,990,518	1,174,990,518	705,844,608	1,026,629,508	1,172,413,053	887,432,689	787,479,954	See footnote 6
Infrastructure Investments in Small Communities and Rural Areas[6]	171,319,905	171,319,905	227,236,114	109,369,164	170,100,556	88,141,483	92,993,364	See footnote 6
New Bridge for the St. Lawrence Corridor Project	42,661,977	42,661,977	91,859,300	534,327,337	167,474,282	66,281,311	40,687,967	See footnote 6
Programs under Former PAA	0	0	0	0	0	0	0	1,179,051,643
Sub-Total	**3,604,855,517**	**3,604,855,517**	**3,246,438,197**	**4,132,749,840**	**3,722,736,025**	**3,150,825,820**	**3,059,746,551**	**3,478,421,341**
Internal Services Sub-Total[7]	**28,407,231**	**28,407,231**	**29,976,406**	**28,719,198**	**39,615,936**	**39,615,936[8]**	**36,135,562**	**35,404,150**
Total	**3,633,262,748**	**3,633,262,748**	**3,276,486,603**	**4,161,469,038**	**3,762,351,961**	**3,190,441,756**	**3,095,882,113**	**3,513,825,491**

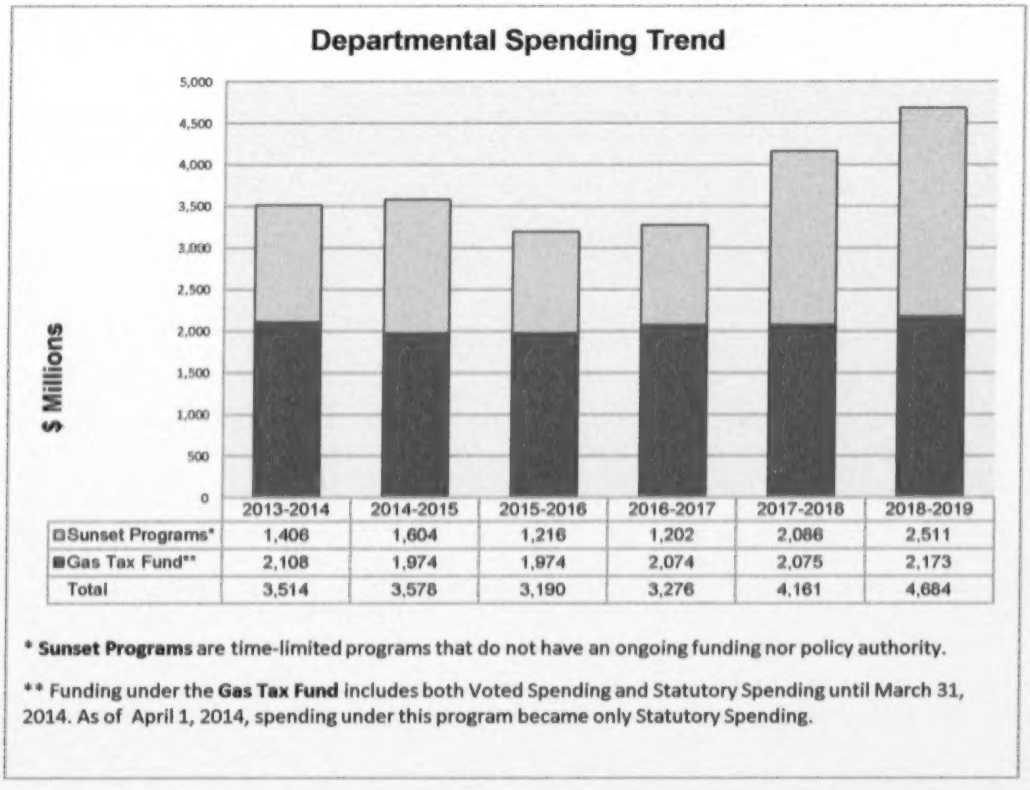
[6] There were no expenditures under these programs in 2013-2014, as until March 31, 2014 INFC had a different PAA structure. The Department's current PAA structure came into effect on April 1, 2014.

[7] The 2015-16 Actual Spending under Internal Services does not include expenses for the GHIB, as the team was transferred from Transport Canada to INFC effective April 1, 2016. Expenditures for the team in 2015-16 will be reported by Transport Canada.

INFC provides significant funding for large, complex projects which can result in variance in Programs 1.3 *Investments in National Infrastructure Priorities* and 1.4 *Large-Scale Infrastructure Investments*. It is typical for some of these projects to require a significant amount of upfront planning, design and procurement. For these programs as well as for Program 1.5 *Infrastructure Investments in Small Communities and Rural Areas*, even once construction has started, a number of factors beyond the control of funding recipients can result in lower spending than forecasted. These factors range from lower-than-anticipated project costs to project delays as a result of inclement weather, and technical and other construction-related complexities. It is also important to note that federal funding does not actually flow to recipients until they have submitted their claims for actual costs incurred.

Departmental Spending Trend

In 2015-16, INFC's actual spending was over $3.19 billion on infrastructure investments under its programs to meet the expected program results and contribute to its Strategic Outcome.



	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Sunset Programs*	1,406	1,604	1,216	1,202	2,086	2,511
Gas Tax Fund**	2,108	1,974	1,974	2,074	2,075	2,173
Total	3,514	3,578	3,190	3,276	4,161	4,684

* **Sunset Programs** are time-limited programs that do not have an ongoing funding nor policy authority.

** Funding under the **Gas Tax Fund** includes both Voted Spending and Statutory Spending until March 31, 2014. As of April 1, 2014, spending under this program became only Statutory Spending.

Departmental spending has decreased from almost $3.6 billion in 2014-15, to just over $3.19 billion in 2015-16. In the last few years, infrastructure spending had been on the decline, as sunsetting programs were approaching completion.

Over the next few years, infrastructure spending is projected to increase as new programs get implemented. Budget 2016 announced a new 10-year infrastructure plan for public transit, green infrastructure, and social infrastructure. Infrastructure spending is projected to increase to approximately $3.3 billion in 2016-17 and to $4.2 billion in 2017-18.

Expenditures by Vote

For information on INFC's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2016*,[xi] which is available on the Public Services and Procurement Canada website.[xii]

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015-16 Actual Spending With the Whole-of-Government Framework[xiii] **(dollars)**

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
Public Infrastructure for a More Prosperous Canada	Funding for Provincial-Territorial Priorities	Economic Affairs	Strong Economic Growth	50,036,481
	Permanent and Flexible Public Infrastructure Funding	Economic Affairs	Strong Economic Growth	1,974,079,201
	Investments in National Infrastructure Priorities	Economic Affairs	Strong Economic Growth	84,854,656
	Large-Scale Infrastructure Priorities	Economic Affairs	Strong Economic Growth	887,432,689
	Infrastructure Investments in Small Communities and Rural Areas	Economic Affairs	Strong Economic Growth	88,141,483
	New Bridge for the St. Lawrence Corridor Project	Economic Affairs	Strong Economic Growth	66,281,311

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	3,604,855,517	3,150,825,820

Note: The Total Planned Spending number provided in this table does not include expenses made by the Department under its Internal Services.

Financial Statements and Financial Statements Highlights

Financial Statements

INFC's Financial Statements[xiv] can be found on the Department's website.

Financial Statements Highlights

Infrastructure Canada Condensed Statement of Operations (unaudited) For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015-16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	3,613,455,000	3,141,766,000	3,035,684,000	(471,689,000)	106,082,000
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	3,613,455,000	3,141,766,000	3,035,684,000	(471,689,000)	106,082,000
Departmental net financial position	-	63,243,000	16,816,000	-	46,427,000

Infrastructure Canada Condensed Statement of Financial Position (unaudited) As at March 31, 2016 (dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	767,084,000	154,213,000	612,871,000
Total net financial assets	188,880,000	151,283,000	37,597,000
Departmental net debt	578,204,000	2,930,000	575,274,000
Total non-financial assets	641,447,000	19,746,000	621,701,000
Departmental net financial position	63,243,000	16,816,000	46,427,000

Section III: Analysis of Programs and Internal Services

In 2015-16, INFC's Program Alignment Architecture included one Strategic Outcome, six Programs and Internal Services. The information presented in this section is organized according to INFC's PAA:

Strategic Outcome: Public Infrastructure for a More Prosperous Canada

Programs:

- Funding for Provincial-Territorial Priorities;
- Permanent and Flexible Public Infrastructure Funding;
- Investments in National Infrastructure Priorities;
- Large-Scale Infrastructure Investments;
- Infrastructure Investments in Small Communities and Rural Areas; and
- New Bridge for the St. Lawrence Corridor Project (commonly known as the New Champlain Bridge Corridor project).

Strategic Outcome

Public Infrastructure for a More Prosperous Canada

Good public infrastructure is needed for a high quality of life, prosperous communities and a resilient economy. Provincial, territorial, and municipal governments continue to make significant investments and to prioritize and address public infrastructure needs across the country. As a funding partner, INFC provides federal contributions to public infrastructure projects through long-term, stable, and predictable funding programs that leverage funding from partners and support local, regional and national priorities. Collectively, these investments are making a difference.

Performance indicators developed for INFC's Strategic Outcome offer insights into the Government of Canada's commitment to infrastructure in two ways: service levels in infrastructure expressed as the stock of infrastructure per capita, and sustained public investment levels in infrastructure. The two are highly interrelated and, ultimately, have an impact on Canada's long-term prosperity.

Performance Measurement

Performance Indicators	Targets	Actual Results
Rank among G7 countries for public investment in infrastructure as a percentage of GDP	Above G7 average (using 2013 data) by March 31, 2016	Ranked 2nd (using 2013 forecast data)
Core public infrastructure investments to depreciation*	Ratio: 1.7 (based on 2013 forecast data) by March 31, 2016	Ratio: 1.70 (based on 2013 forecast data)
Core public infrastructure stock per capita**	$12,200 (based on 2013 forecast data) by March 31, 2016	$15,204 (using 2013 forecast data)

Notes:

* "Core public infrastructure" comprises the following asset categories: bridges, roads, water, wastewater, public transit and, cultural and recreational facilities. "Depreciation" refers to the value of wear and tear on physical infrastructure resulting from use in the production of goods and services.

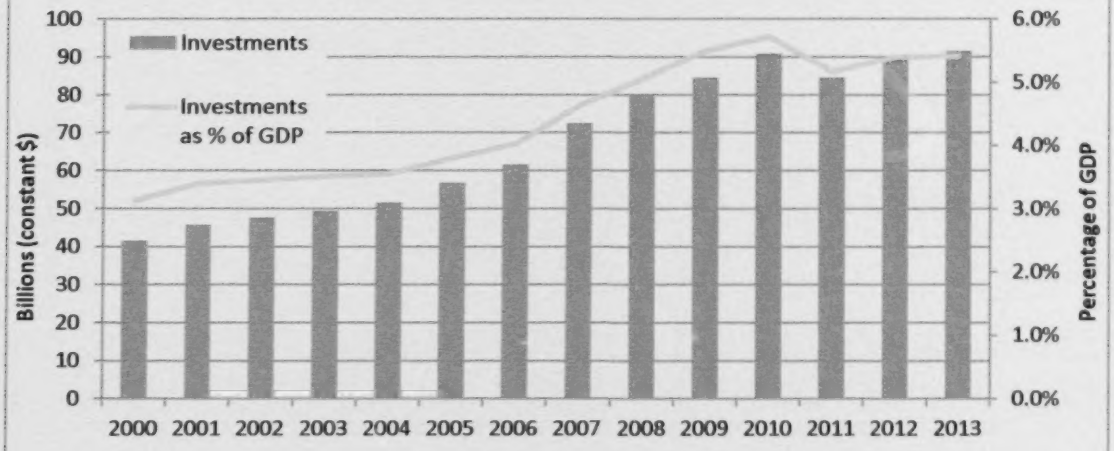
** "Stock" refers here to the value of all core public infrastructure still in use. The purchase of new capital, and thus investment increases the stock of capital. Depreciation decreases the stock of capital through wear and tear and the passage of time.

Sources for these indicators are Organization for Economic Co-operation and Development (OECD) and Statistics Canada data

The figures below contain the most up-to-date data available at the time of writing of this report. There is a time lag between the collection and publishing of infrastructure data.

Figure 1 shows all public sector infrastructure investments as a percentage of Canada's GDP. Since 2008, infrastructure investments represent over 5% of GDP. As previously noted, INFC is a funding partner working with other orders of government as well as the private and not-for-profit sectors, to provide funding support for public infrastructure projects.

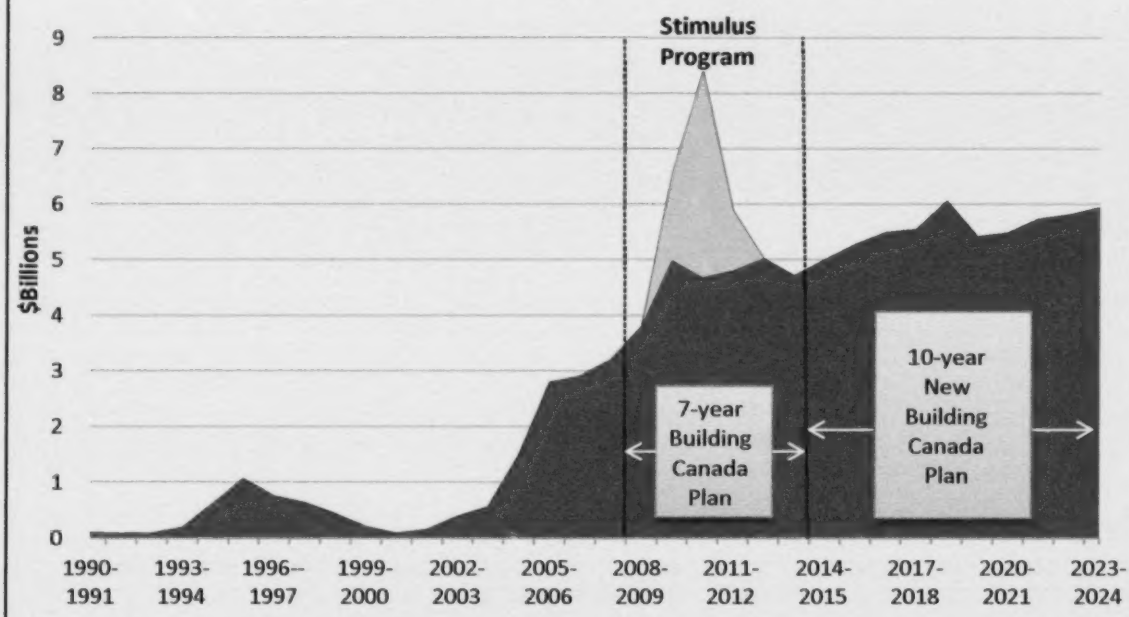
Figure 1: Federal, Provincial and Municipal Investments in Infrastructure*



Notes: *Federal/Provincial/Municipal Infrastructure investments include core public infrastructure assets (bridges, roads, water, wastewater, transit, culture, and recreation and sports) , marine and air transportation, rail, brownfields, waste management, education, health and social assistance, energy, communication, oil and gas engineering, commercial and government and other institutional buildings, and other infrastructure. Investments from all levels of government including Crown corporations and departmental agencies. Constant dollars. Data for 2013 based on forecast.
Source: Statistics Canada, National Economic Accounts Division; Statistics Canada, CANSIM table 384-0038.

Over 95% of Canada's Core Public Infrastructure (CPI) is owned by provinces, territories and municipalities. Figure 2 illustrates that, since 2006, the Government of Canada has made increasing commitments to infrastructure investments, including $33 billion through the Building Canada Plan for provincial, territorial and municipal infrastructure priority projects. Over the course of the 7-year Building Canada Plan, federal spending increased from $3.2 billion in 2007-2008 to just over $5 billion in 2014-2015. Starting in 2014-2015, the New Building Canada Plan is providing funding of $53 billion over a 10-year period.

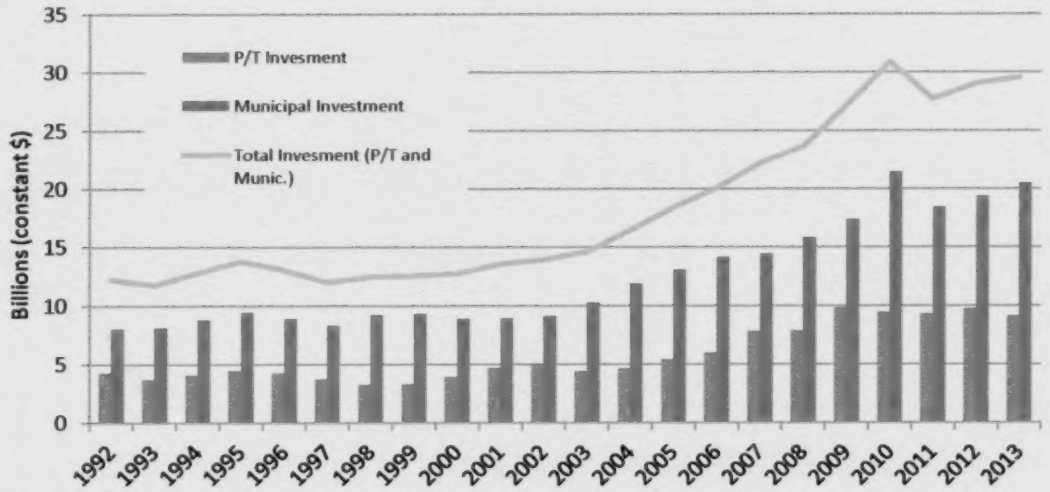
Figure 2: Federal Spending on Provincial, Territorial and Municipal Infrastructure



Sources: Infrastructure Canada; Department of Finance.
Note – Only includes federal spending from Infrastructure Canada, Transport Canada, Finance Canada, Aboriginal Affairs and Northern Development, Atlantic Canada Opportunities Agency, Economic Development for the Regions of Quebec, Federal Economic Development Agency for Southen Ontario, Western Economic Diversification Canada and the Royal Canadian Mounted Police.

As illustrated in figure 3, Provincial/Territorial (P/T) and Municipal investments in CPI have doubled between 2003 and 2013, increasing from $14.5 billion to $29.5 billion. Within the 10-year time frame of 1992 to 2002, P/T and Municipal investments had only increased by $3 billion, from $11 billion in 1992 to $14 billion in 2002. Transfers made by the federal government to other levels of government under various infrastructure programs have remained consistently over $3 billion since 2012-2013. These transfers are included in the P/T and Municipal investments.

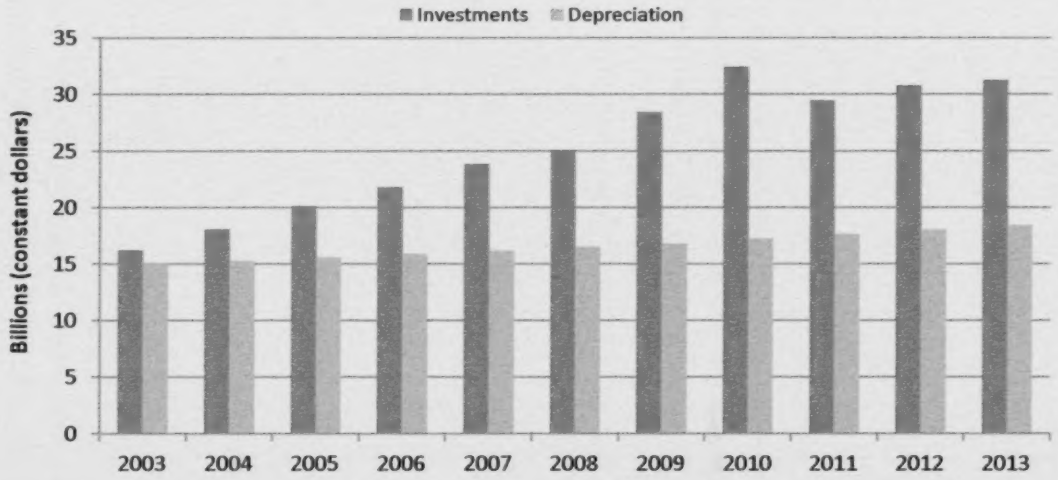
Figure 3: P/T and Municipal Investment in Core Public Infrastructure



Notes: Core Public Infrastructure includes roads, bridges, transit, water, wastewater, culture, and recreational and sports infrastructure. Includes investments made from Crown corporations and departmental agencies and transfers from other levels of government. Constant dollars. Data for 2013 based on forecast.
Source: Statistics Canada, National Economic Accounts Division.

Figure 4 shows a 10-year snapshot of CPI investments compared to its depreciation. It illustrates that while both investments and depreciation have increased over time, in 2003 investments barely exceeded the annual depreciation, just maintaining existing infrastructure capital, and by 2013 new investments exceeded the annual depreciation by $13 billion. This trend on the renewal of CPI in Canada is partly a result of INFC's policies and investments.

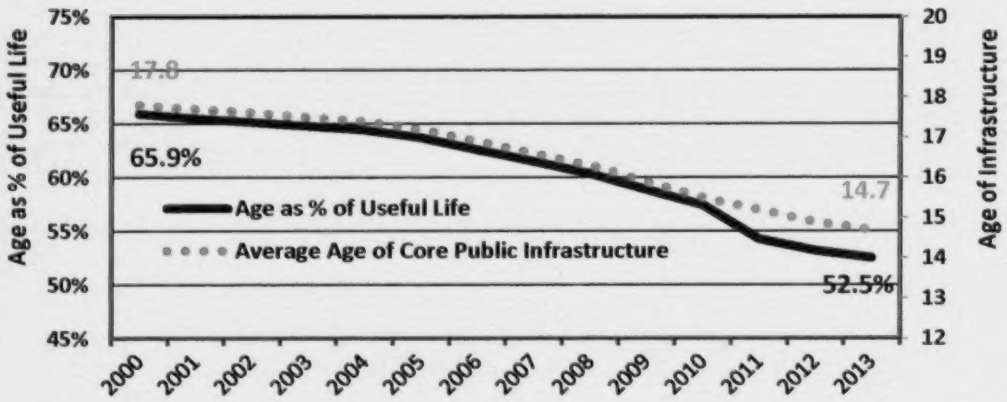
Figure 4: Investments to Depreciation of Core Public Infrastructure



Notes: Billions, constant dollars, using a hyperbolic function for depreciation. Core public infrastructure includes roads, bridges, transit, water, wastewater, culture, and recreation and sports infrastructure. Nationally, this infrastructure is owned by all levels of government including Crown corporations and departmental agencies. Data for 2013 based on forecast.
Source: Statistics Canada, National Economic Accounts Division.

Increases in infrastructure investments have resulted in a decline in the computed average age of core public infrastructure. In 2003, the average age of core public infrastructure was 17.5. In 2013 this number had decreased to 14.7 years. The average age as a percentage of useful life has also declined. Figure 5 illustrates that the age of CPI as a percent of useful life has decreased from 65% in 2003, to 52.5% in 2013 due to infrastructure investments.

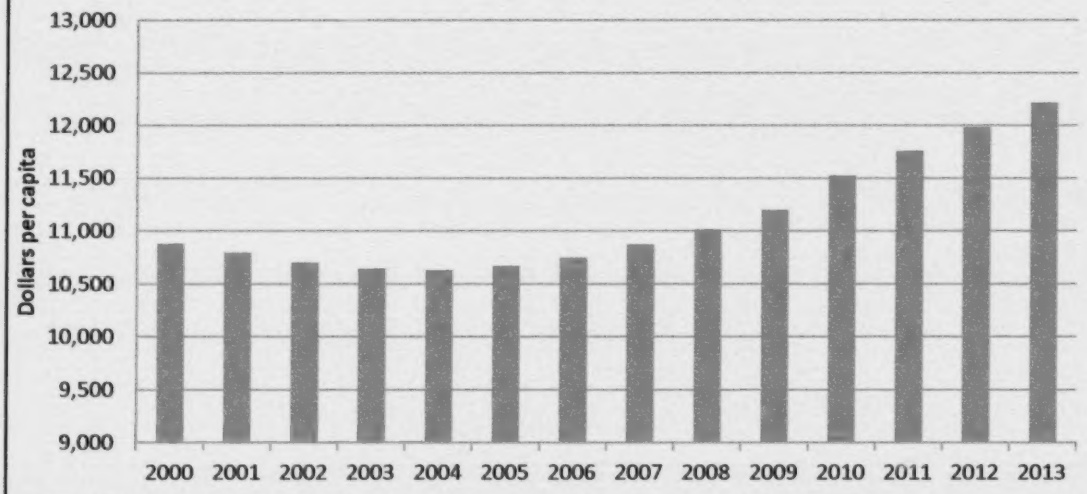
Figure 5: Average Age and Age as a Percentage of Useful Life of Core Public Infrastructure



Notes: Core Public Infrastructure (roads, bridges, transit, water, wastewater, culture, and sports and recreation infrastructure) owned by all levels of government including crown corporations and provincial agencies. Data for 2013 based on forecast.
Source: Statistics Canada, National Economic Accounts Division. Chart and data calculation: Infrastructure Canada.

Increased investments in infrastructure have caused the net stock of CPI per capita to rise. Figure 6 illustrates that stock of CPI per capita increased from $10,600 in 2003 to $12,200 in 2013.

Figure 6: Net Stock of Core Public Infrastructure per capita



Notes: Net stock using a hyperbolic function for depreciation from all levels of government including crown corporations and departmental agencies. Core public infrastructure includes roads, bridges, transit, water, wastewater, culture, and sports and recreation. Constant dollars. Data for 2013 based on forecast.
Source: Statistics Canada, National Economic Accounts Division. Statistics Canada, CANSIM table 051-0001.

Program 1.1: Funding for Provincial-Territorial Priorities

Description

This program provides predictable funding to each province and territory to enhance Canada's public infrastructure. Federal payments to provinces and territories are made according to the terms and conditions of signed funding agreements, including federal approval of Capital Plans and Expenditure Reports. Funding through this program leverages additional contributions from other funding partners to increase overall investment in public infrastructure for Canadians. Payments are made up-front and cost-sharing provisions apply to a Capital Plan as a whole, and not the individual initiatives within a Capital Plan. Funding for this program is provided through transfer payments to provinces and territories from the Provincial-Territorial Base Fund.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
91,061,247	91,061,247	90,885,828	50,036,481	(41,024,766)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
3	3	0

Performance Results

Expected Results	Performance Indicators	Targets*	Actual Results
Funding for provincial-territorial priorities leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding for provinces	100% by March 31, 2016	156%
	Funding leveraged from partners as a percentage of federal funding for territories	33% by March 31, 2016	51%

* Cumulative targets over the life of the program, estimated up to March 31, 2018.

Performance Analysis and Lessons Learned

During the reporting period, Expenditure Reports for two jurisdictions were approved; one of which resulted in a final payment to the jurisdiction. For the majority of jurisdictions, the final Expenditure Report must show the completion of all initiatives before final payment can be issued, meaning that a delay to a single initiative holds back the final payment. Overall, jurisdictions continued to complete initiatives included in their approved Capital Plans. However, only a few have completed all initiatives, including the final audited Expenditure Report, and received final payment. Although the PT Base Fund provided important flexibility to jurisdictions in prioritizing core infrastructure projects, extensions to the program timeframe have been requested by several jurisdictions in order to ensure that funding agreements include sufficient time to complete all initiatives.

A close working relationship between INFC and provincial and territorial governments is still required to provide guidance on completing reporting requirements, and to ensure that cost-sharing program requirements are met as initiatives continue to be completed.

Program 1.2: Permanent and Flexible Public Infrastructure Funding

Description

This program provides long-term predictable funding for municipalities, and supports long-term municipal planning and asset management in order to address infrastructure priorities and help improve community infrastructure for Canadians. Funding is provided to build and rehabilitate public infrastructure based on overall compliance with the terms and conditions of administrative agreements. Federal funding is provided up-front and does not need to be used in the year it is provided. Funding for this program is provided through transfer payments to provinces and territories from the Gas Tax Fund (GTF).

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
1,976,213,928	1,976,213,928	1,975,090,837	1,974,079,201	(2,134,727)

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
24	22	(2)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Provinces, territories and municipal associations are accountable for funding provided to local governments through Permanent and Flexible Public Infrastructure Funding	Percentage of jurisdictions in compliance with agreement reporting requirements	100% by March 31, 2016	93% by March 31, 2016
Municipalities have access to Permanent and Flexible Infrastructure Funding to build and improve infrastructure	Percentage of Gas Tax Fund allocation flowed to agreement signatories	100% by March 31, 2016	100% by March 31, 2016

Performance Analysis and Lessons Learned

In 2015-16, annual funding letters were issued to each jurisdiction, resulting in a total of $1.97 billion flowed to all provinces and territories under the GTF by March 31, 2016.[8] In October 2015, the Department successfully hosted an intergovernmental GTF workshop, bringing together federal, provincial and territorial officials, as well as officials from two major municipal associations. The workshop focused on key areas, including reporting on outcomes and indicators and eligible categories of investment. Guidelines for Eligibility Assessments and a summary of Common Project Questions were shared with officials.The GTF workshop provided an opportunity for greater discussion and collaboration between participants on shared challenges and best practices.

GTF Agreement reporting requirements for signatories include the submission and acceptance of an Annual Report (Financial Report Table and Project List) and an Independent Audit Opinion or Audit-Based Attestation. In 2015, GTF signatories were provided with updated reporting guidelines on outcomes and indicators, and information on data requirements for the Annual Project List.

An evaluation of the GTF was completed in August 2015 and included a recommendation that INFC review its role with respect to national reporting, and seek to improve data quality and consistency for ongoing program monitoring and reporting of outcomes. INFC has taken concrete measure to improve data, including the development of new guidelines, tools and templates to improve data quality and consistency.

INFC will continue to focus on reporting and outcomes as part of its ongoing collaboration with signatories. Since the inception of the program in 2005, INFC has hosted annual workshops where program requirements are clarified and where provinces and territories share their best practices. Over the last few years, asset management and reporting requirements have been key themes. INFC intends to improve its own reporting of the GTF.

[8] This amount includes contributions only, and does not include operating costs.

Program 1.3: Investments in National Infrastructure Priorities

Description

This program directs funding to infrastructure projects that help to advance national priorities that are important to all Canadians. Funding through this program typically leverages additional contributions from other funding partners for eligible infrastructure projects. Funding is merit-based and is provided on a competitive basis for most of these transfer payment programs. Payments are provided based on eligible costs incurred as approved under signed contribution agreements. Funding for this program is provided to recipients through transfer payments through the New Building Canada Fund-National Infrastructure Component (NBCF-NIC), Green Infrastructure Fund (GIF), Border Infrastructure Fund (BIF) and the Inuvik to Tuktoyaktuk Highway Fund.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
148,607,942	148,607,942	146,771,469	84,854,656	(63,753,286)

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
31	27	(4)

Performance Results

Expected Results	Performance Indicators	Targets*	Actual Results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	100% by March 31, 2016	154%
National priority infrastructure projects that promote economic growth, livable communities and a cleaner environment are delivered using traditional	Number of national infrastructure priority projects completed	16 projects by March 31, 2016	13
	Value of national infrastructure priority	$1.7 billion	$1.6 billion

procurement	projects completed	by March 31, 2016	
National priority infrastructure projects that promote economic growth, livable communities and a cleaner environment are delivered as public-private partnerships (P3)	Number of national infrastructure priority projects delivered as P3s	0 by March 31, 2016	0
	Value of national infrastructure priority projects delivered as P3s	$0 by March 31, 2016	$0

*Cumulative targets over the life of the Program, estimated up to March 31, 2016. Rolled-up targets for this Program are based on the following transfer payment programs: the New Building Canada Fund-National Infrastructure Component, the Green Infrastructure Fund, the Border Infrastructure Fund, and the Inuvik to Tuktoyaktuk Highway Fund.

Performance Analysis and Lessons Learned

Funding for this program is delivered through the NBCF-NIC, the GIF, the BIF, and the Inuvik to Tuktoyaktuk Highway Fund.

As of March 31, 2016, two projects have been approved for federal funding under NIC, totalling over $68 million, with a total investment of over $205 million. These projects are of national significance, and will contribute to Canada's long-term prosperity.

INFC continues to implement and monitor project-specific agreements, and to ensure that claims are processed efficiently, in compliance with internal program control frameworks.

In 2015-16, INFC made further progress to implement the GIF:

- 1 additional project with a federal contribution of $27.7 million and a total value of $83.2 million began construction; and
- 15 projects with a federal contribution of $418 million and a total value of $1.18 billion are still underway.

As of March 31, 2016, a total of 18 projects have been approved under the program, and over $628 million in federal funding has been committed to these projects. The largest categories of investments, in terms of total eligible costs, are green energy infrastructure and wastewater management infrastructure.

As of March 31, 2016, the federal government has announced support for 12 border improvement infrastructure projects, with a combined total investment of $1.35 billion for transportation systems that promote improved efficiency and capacity at border crossings.

Transport Canada continued to monitor the final four projects still underway under the BIF on behalf of INFC, with a federal contribution of $272 million and total value of $711 million.

As of March 31, 2016, over $159 million was paid to the Inuvik to Tuktoyaktuk Highway Fund to cover the federal share of costs for 117 kilometres of completed highway and 97 percent of completed embankment construction. The 2015-16 construction season saw the project's peak employment of 470 people; 74 percent of employees were local workers, there were six apprenticeships, and training of 22 heavy equipment operators. After years of work on the north

and south sections of the highway, the historic joining of the two construction spreads linking the north and the south sections took place on April 7, 2016.

Program 1.4: Large-Scale Infrastructure Investments

Description

This program invests in infrastructure projects of national, regional and/or local significance. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Actual payments are provided as work progresses under the terms of signed contribution agreements. Funding for this program is delivered through the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects, Building Canada Fund-Major Infrastructure Component and the Canada Strategic Infrastructure Fund.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
1,174,990,518	1,174,990,518	1,172,413,053	887,432,689	(287,557,829)

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
49	68	19

Performance Results

Expected Results	Performance Indicators	Targets*	Actual Results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	100% by March 31, 2016	191%
Large-scale infrastructure projects that promote a stronger economy, livable communities and a cleaner environment are	Number of large-scale infrastructure projects completed	216 projects by March 31, 2016	176

delivered using traditional procurement	Value of large-scale infrastructure projects completed	$16.6 billion by March 31, 2016	$9.9 billion
Large-scale projects that promote economic growth are delivered as public-private partnerships (P3)	Number of large-scale projects delivered as P3s	8** by March 31, 2016	8
	Value of large-scale projects delivered as P3s	$5.6 billion** by March 31, 2016	$4.9 billion

* Cumulative targets over the life of the program, estimated up to March 31, 2016. Rolled-up targets for this Program are based on the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects, the Building Canada Fund-Major Infrastructure Component and the Canada Strategic Infrastructure Fund.

** P3 projects funded through the Canada Strategic Infrastructure Fund and the Building Canada Fund-Major Infrastructure Component.

Performance Analysis and Lessons Learned

This program uses funding from the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects (PTIC-NRP), Building Canada Fund-Major Infrastructure Component (BCF-MIC) and the Canada Strategic Infrastructure Fund (CSIF).

During the reporting period, under the PTIC-NRP, 40 projects were approved, $807 million of the $9 billion federal share was committed for this program, and 11 contribution agreements were signed.

For the BCF-MIC, INFC and its federal delivery partners also made progress:

- 22 projects with a federal contribution of $366 million and a total value of over $1.2 billion were completed;
- 6 additional projects with a federal contribution of $41.9 million and a total value of $85 million began construction; and
- 59 projects with a federal contribution of $3.5 billion and a total value of $10.7 billion are still underway.

As of March 31, 2016, $5.9 billion in federal funding for the BCF-MIC has been approved for 178 projects with a total value of $17.8 billion. The largest categories of investment, in terms of total eligible costs, are public transit and national highway system infrastructure.

During the reporting period, INFC and its federal delivery partners made progress to implement the CSIF:

- 3 projects with a federal contribution of $28.1 million and a total value of $80.4 million were completed; and
- 18 projects with a federal contribution of $1.5 billion and total value of $4 billion are still underway.

As of March 31, 2016, $4.6 billion in federal funding for the CSIF has been committed and approved for 90 projects with a total value of $12.3 billion. The largest categories of investment,

in terms of total eligible costs, are local transportation infrastructure and highway and rail infrastructure.

INFC continues to implement and monitor project-specific agreements through agreement oversight committees and ensure that claims are processed efficiently and in compliance with INFC's program control frameworks. INFC also continues to collaborate with partners to complete amendments to individual project funding agreements as required.

An audit of the Management Control Framework of the NBCF completed in October 2015 found some areas for improvement, in particular under programs that provide funding for large scale projects. INFC has taken action on these recommendations, which include improving the information available to project proponents and recipients regarding project approval and claims processes. INFC has also provided additional information and clarification through its website as well as materials provided to proponents and recipients.

Furthermore, internal project approvals under the long-term, large-scale infrastructure programs have traditionally been lengthy, due to the need to assess projects and gather information. INFC has reviewed existing processes and is committed to streamlining approvals under existing programs to ensure that projects are moving forward with federal support in a more timely fashion. Streamlining approvals will ensure that low-risk projects, such as highways and roads, get approved faster, and that contribution agreements can be signed to help projects advance.

In addition to the new funding announced in Budget 2016, the Government will support the infrastructure priorities of communities across Canada by transferring, through the GTF in 2016-17, funds not prioritized for projects by provinces and territories as of March 31, 2016 under the Municipal Rural Infrastructure Fund (MRIF), BIF, the Building Canada Fund-Communities Component (BCF-CC), BCF-MIC, and the GIF. This will help ensure that funds are directed towards municipal infrastructure priorities in the near term.

Program 1.5: Infrastructure Investments in Small Communities and Rural Areas

Description

This program invests in infrastructure projects in small communities and rural areas to support local and/or regional priorities and economies. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Payments are provided based on eligible costs incurred as approved under signed contribution agreements. Funding for this program is delivered through the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund (PTIC-SCF), the Building Canada Fund-Communities Component (BCF-CC), which also includes the Building Canada Fund-Large Urban Centres Component (BCF-LUCC),and the National Recreational Trails Program (NRTP)[9].

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
171,319,905	171,319,905	170,100,556	88,141,483	(83,178,422)

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
25	32	7

Performance Results

Expected Results	Performance Indicators	Targets*	Actual Results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	200% by March 31, 2016	216%
Infrastructure projects that promote a cleaner environment	Number of small communities/rural areas infrastructure projects	323 projects by March 31,	266

[9] The National Recreational Trails Program was completed in 2015-16.

for small communities and rural areas are implemented	completed	2016*	
	Value of small community/rural area infrastructure projects completed	$1.3 billion by March 31, 2016	$842 million
Infrastructure projects that promote livable small communities and rural areas are implemented	Number of small community/rural area infrastructure projects completed	645 by March 31, 2016	598
	Value of small community/rural area infrastructure projects completed	$1.8 billion by March 31, 2016	$1.25 billion
Infrastructure projects that promote stronger small and rural economies are implemented	Number of small community/rural area infrastructure projects completed	239 by March 31, 2016	228
	Value of small community/rural area infrastructure projects completed	$0.6 billion by March 31, 2016	$553 million

* Cumulative targets over the life of the program, estimated up to March 31, 2016. Targets for this program are based on the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund, Building Canada Fund-Communities Component (including the Building Canada Fund - Large Urban Centres Component) and the National Recreational Trails Program.

Performance Analysis and Lessons Learned

During 2015-16, there were 350 projects approved under PTIC-SCF and $413.1 million of the $1 billion federal share was committed for this program. Funding agreements were signed by Newfoundland and Labrador, Saskatchewan, and Quebec.

Provincial and territorial governments have been accepting project proposals and consulting with municipalities to identify priorities. Based on the PTIC-SCF requirements, INFC continues to receive project lists from jurisdictions as part of the ongoing prioritization process.

In 2015-16, INFC and its Federal delivery partners made progress to implement the BCF-CC:

- 69 projects with a federal contribution of $95.6 million and a total value of $297.1 million were completed;
- 33 projects with a federal contribution of $19.5 million and a total value of $63 million began construction; and
- 98 projects with a federal contribution of $177.9 million and a total value of $534.3 million are currently underway.

As of March 31, 2016, a total of 955 projects have been approved under the program, and $1 billion in federal funding has been committed for these projects.

Specific to Quebec, the BCF-LUCC supports projects in municipalities witn populations of 100,000 or more. The Government of Canada set aside $200 million for Quebec's larger centres

through this fund as part of the almost $2 billion allocation for Quebec through the BCF. In 2015-16, INFC and its federal delivery partner made progress to implement the BCF-LUCC:

- 3 projects with a federal contribution of $43.8 million and a total value of $140.9 million are still underway.
- As of March 31, 2016, a total of 24 projects have been approved under the BCF-LUCC with over $174 million in federal funding committed for these projects.

INFC continues to implement and monitor project-specific agreements, through agreement oversight committees and in compliance with INFC's program control frameworks.

The NRTP was completed by March 31, 2016. The Program created over 700 kilometres of recreational trails and upgraded over 6000 kilometres of existing trail systems. The 258 projects completed under the program represent tangible investments in snowmobile, off-road vehicle, non-motorized and multi-use trails across the country.

An evaluation of the BCF-CC completed in August 2015 noted some areas for improvement for programs aimed at smaller and rural communities. One recommendation focused on improving ongoing relationships and collaboration with provinces and territories to increase information sharing. INFC is currently exploring the opportunities for multilateral discussions and workshops that could facilitate improved collaboration and information sharing.

The evaluation also noted the need for INFC to refine its approach to program reporting and performance outcomes. Through the evaluation as well as feedback from program partners and stakeholders, INFC has been informed that reporting requirements need to be more clearly articulated in order to allow them to provide INFC with relevant information in a timely manner. INFC now includes specific reporting requirements in contribution agreements to ensure they are agreed upon with the recipient, and that data provided is used for departmental level program reporting.

Program 1.6: New Bridge for the St. Lawrence Corridor Project

Description

To support the Government of Canada's economic and safety priorities, this program ensures the delivery of the New Bridge for the St. Lawrence Corridor Project in Montreal, Quebec. INFC is the project authority charged with overseeing the delivery of this project, which will provide a safe, secure and efficient crossing for local residents, commuters and commercial traffic. The new bridge will help increase the capacity and efficiency of gateway and corridor infrastructure regionally and nationally. The project is being carried out as a public-private partnership.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
42,661,977	42,661,977	167,474,282	66,281,311	23,619,334

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
61	44	(17)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results[10]
NCBC infrastructure projects that promote a safe and efficient transportation system that supports trade and a more prosperous Canada are implemented	Number of project milestones achieved	3 (New Bridge for the St. Lawrence, New Île-des-Sœurs/Nun's Island Bridge, Reconstruction of A-15) December 1, 2018	The procurement process for the overall corridor project proceeded as planned with the reach of financial close

[10] Performance Indicators were extracted from the approved 2015-16 Performance Measurement Framework (PMF).

		for NCBC project and October 31, 2019 for other components	and the start of construction.
P3 procurements for corridor projects that promote value for money for Canadian taxpayers, through on-time and on-budget delivery of projects, are implemented	Construction is completed on time	Official opening to the public -Main span: December 1, 2018; - Rest of corridor: October 31, 2019	The procurement process for the overall corridor project proceeded as planned with the reach of financial close and the start of construction
	Construction is completed on budget	Construction cost target: $2.246 billion October 31, 2019	Budget for the Contract is $3.977 billion, including $2.246 billion for construction.

Performance Analysis and Lessons Learned

The Request for Proposals process for the NCBC project began on July 21, 2014. Three consortia submitted technical proposals on February 11, 2015, followed by financial proposals on April 1, 2015. *Signature on the Saint-Laurent Group (SSL)* was selected as the preferred proponent on April 15, 2015, following completion of the evaluation process.

An early work agreement was signed and implemented on May 6, 2015, in advance of the Project Agreement signing, which allowed work to begin immediately and ensured that the accelerated project schedule would stay on track. The *New Champlain Bridge Corridor Project Agreement* was signed by the Government of Canada and SSL on June 19, 2015 for the design, construction, financing, operation, maintenance and rehabilitation of the corridor over 35 years.

The NCBC project continues to be successfully implemented as a public-private partnership, which is relatively new for federal infrastructure projects, but which has proven to be very successful. The project team is working closely with SSL to ensure the timely delivery of the project.

The Government of Canada, the Government of Quebec, and municipal entities continued to work in close collaboration to conclude the agreements needed to implement the project. With the exception of one agreement expected to be signed in 2016, all agreements are in place for the construction phase of the project. In addition, INFC has been successful in acquiring all of the immovable assets needed for the project and expects to acquire the remaining lands in 2016. Environmental Site Assessments on properties to be acquired on a temporary basis were

completed successfully in September 2015 and the final report was published on December 8, 2015.

The NCBC project team continued to work with stakeholders, public and private organizations and Canadians to promote the safety and efficiency of the St. Lawrence Corridor. The project team worked diligently with SSL to coordinate construction work on the main section of the bridge, Autoroute 15, and to coordinate marine excavation work for the bridge piers. Negotiations are ongoing with SSL to move forward on a toll-free bridge.

All major milestones for 2015-16 were achieved on time and on budget.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Material Services, Acquisition Services, and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided to a specific program.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
28,407,231	28,407,231	39,615,936	39,615,936[11]	11,208,705

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
177	161[12]	(16)

[11] The 2015-16 Actual Spending under Internal Services does not include expenses for the Gordie Howe International Bridge team, as the team was transferred from Transport Canada to Infrastructure Canada effective April 1, 2016. Any expenditures for the team in 2015-16 will be reported by Transport Canada.

Performance Analysis and Lessons Learned

Management and Oversight Services include internal audit, evaluation, oversight of Crown corporations and integrated business planning.

During 2015-16, the Department proactively monitored the audit and evaluation universe and identified emerging risks based on the Department's major activities. The approved commitments in the amended Risk-Based Audit Plan and the Departmental Evaluation Plan (see supplementary tables for details) were delivered successfully. As well, the Department provided an evidence-based follow-up process to monitor the implementation of management action plans for all outstanding audit and evaluation recommendations. Management implemented 75 percent of the outstanding audit recommendations, and only 7 evaluation recommendations remain outstanding. The remaining audit and evaluation action plans are on track to address the recommendations. Further, the Audit & Evaluation Branch also provided advisory services to support management requests and guidance on the development of Performance Measurement Strategies and Frameworks.

INFC continued to support and oversee JCCBI by ensuring that it had access to the parliamentary appropriations and approvals needed to carry out its priorities, and by overseeing the interface between JCCBI and the NCBC project to ensure that JCCBI and NCBC project commitments were fulfilled.

Responsibility for the GHIB project was transferred from the Minister of Transport to the Minister of Infrastructure and Communities effective, November 4, 2015. The GHIB team at INFC is responsible for acquiring real property in Canada, overseeing the Crossing Agreement and other acknowledgements and arrangements with the U.S. In addition, the team supports the Minister with his accountability to Parliament as it relates to the oversight of the Windsor Detroit Bridge Authority, the Crown corporation responsible for entering into and carrying out the obligations of the Crossing Authority as a party to the Crossing Agreement and for any purpose relating to the construction or operation of the Crossing.

During 2015-16, INFC's Communications Services communicated up-to-date information relating to existing infrastructure programming and departmental priorities as well as the results of infrastructure investments to Canadians through social media, presence at events, and enhanced website content. Communications also provided effective communications support for the NCBC, including supporting communications around the RFP process and the finalization of the project agreement. It also made key information readily available to local and national media through announcements, improved and updated INFC's public website, and supported the Web Renewal project by the Treasury Board Secretariat. Finally, effective communications were provided to support the Minister's Office, senior management, and employee engagement.

[12] The 2015-16 Actual Full-Time Equivalent (FTE) under Internal Services does not include FTE usage for the Gordie Howe International Bridge team, as the team was transferred from Transport Canada to Infrastructure Canada effective April 1, 2016. Any FTE usage for the team in 2015-16 will be reported by Transport Canada.

INFC's Financial Management Services continued to implement the Policy on Internal Control and as such, it continued to assess and monitor its Internal Control over Financial Reporting (ICFR), which began at the end of 2013-14. Since then, the Department has assessed and monitored its ICFR on an annual basis. The results for 2015-16 are provided in the Annex to the Statement of Management Responsibility, including Internal Control over Financial Reporting for the Fiscal Year ending March 31, 2016. Finance also continued to engage with Central Agencies in a variety of government-wide initiatives such as the Shared Travel System (STS), the Phoenix Pay System roll-out as part of the Pay Modernization Initiative, and the completion of the Payment by Direct Deposit initiative (on March 31, 2016). Finance also monitored and published transfer payment service standards performance results under the Transfer Payment Policy, and participated in the renewal and realignment of the Policy on Transfer Payment Re-Set. Finally, Finance reviewed and streamlined the departmental financial management policy suite to strengthen stewardship and accountabilities.

The PIMS underwent several enhancements that helped with program delivery for the PTIC-SCF, and the NIC. Open Government was also supported through the public release of the majority of INFC's program data, from 2002 to present. This data helps to promote transparency in infrastructure programs. The Department also migrated to the centralized My GCHR and enhanced its reporting capabilities as a result. To support the Government of Canada's priority of leveraging whole-of-government solutions, IM/IT coordinated the Department's migration to the centralized email system managed by Shared Services Canada. In the area of policy renewal, IM/IT performed a strategic review of internal policies to reduce duplication and help streamline processes. In the area of Information Management, INFC conducted a large-scale information clean-up to prepare for the migration to the centralized email system. In addition, a clean-up of stored corporate information was conducted to prepare the Department for a future migration to a centralized records management system. INFC completed its Record Keeping Implementation Plan (RKIP), including the submission to Treasury Board. Ongoing support to Major Bridge Projects remains a priority.

As noted under Priority 4, a number of initiatives were launched to support people management. This included streamlining appointment processes, modifying sub-delegation authorities, establishing people management strategies, implementing mandatory harassment training, and investing in language training for all employees and management. A key initiative was the engagement of staff in the Public Service Employee Survey (PSES) action plans, Blueprint 2020 initiatives and supporting the Talent Management Network. All INFC employees were engaged in fall 2015 to develop an action plan to respond to the PSES survey and identify Blueprint 2020 initiatives that truly reflected employee and employer needs. In response to the PSES, the Infrastructure Wellness Fair targeted the need for dialogue on mental and physical health. Under Blueprint 2020, there was frequent dialogue to engage employees and managers on people management initiatives. Other initiatives included the joint Transport Canada-Infrastructure Canada (TC-INFC) Leadership Development Program, which offers stretch development assignments to executive positions, as well as coaching, mentoring, and leadership workshops. Through this program, INFC and TC can effectively plan and manage succession to executive positions. On June 4, 2015, more than 200 employees attended the first TC-INFC Networking Fair in Ottawa. The Fair allowed participants to expand their professional networks, meet new colleagues, and learn about different functions in both departments.

A number of Lean events on departmental processes were undertaken this year to reduce waste and increase value for our organization, including employee on/off boarding processes and contribution agreement negotiations. INFC also participated in the TBS-led Red Tape Reduction Initiative in two areas: low dollar value procurement and internal processes for grants and contribution approvals.

Section IV: Supplementary Information

Supplementary Information Tables

The Supplementary Information Tables[xv] listed in the *2015-16 Departmental Performance Report* are available on INFC's website.

- Departmental Sustainable Development Strategy;
- *Details on Transfer Payment Programs of $5 Million or More;*
- Internal Audits and Evaluations;
- Response to Parliamentary Committees and External Audits;
- Status Report on Transformational and Major Crown Projects;

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Report of Federal Tax Expenditures.[xvi] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational Contact Information

For more information about the Department and our infrastructure programs, please visit www.infrastructure.gc.ca or contact:

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Toll-Free Number: 1-877-250-7154

Appendix: Definitions

appropriation (crédit): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires): Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (rapport ministériel sur le rendement): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (équivalent temps plein): A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (résultats du gouvernement du Canada): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)**:** A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires): Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)**:** What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans (plan): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (priorité)**:** Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)**:** A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)**:** A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (rapport sur les plans et les priorités): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results (résultat): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework (cadre pangouvernemental): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] **Minister's mandate letter**, http://pm.gc.ca/eng/minister-infrastructure-and-communities-mandate-letter

[ii] **Jacques Cartier and Champlain Bridge**, http://jccbi.ca/

[iii] **Windsor-Detroit Bridge Authority**, https://www.wdbridge.com/

[iv] **Toronto Waterfront Revitalization Initiative**, http://www.waterfrontoronto.ca/

[v] **Canada Strategic Infrastructure Act**, http://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html

[vi] **Keeping Canada's Economy and Jobs Growing Act**, http://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html

[vii] **Economic Action Plan 2013 Act**, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html

[viii] **New Bridge for the St. Lawrence Act**, http://www.laws.justice.gc.ca/eng/acts/N-22.6/

[ix] **Bridge to Strengthen Trade Act**, http://www.laws.justice.gc.ca/eng/acts/B-8.05/

[x] **Crossing Agreement**, http://www.partnershipborderstudy.com/crossing-agreement.asp

[xi] **Public Accounts of Canada 2015**, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[xii] **Public Works and Government Services Canada website**, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[xiii] **Whole-of-government framework**, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[xiv] **Infrastructure Canada's Financial Statements**, http://www.infrastructure.gc.ca/pub/fs-ef/fs-ef-2015-eng.html.

[xv] **Supplementary Information Tables**, http://www.infrastructure.gc.ca/pub/index-eng.html.

[xvi] **Report of Federal Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp